

Mission, Mandates, Vision, Values, Goals

Core Leadership Values / Characteristics:

Core leadership values are those characteristics that members of an organization value in their leaders. Leaders with those characteristics will have greater credibility as a leader. See *The Leadership Challenge* pages 19-31 for a description of the characteristics valued by members of most organizations. In the section that follows the characteristics valued by Cooperative Extension colleagues are identified.

Goals - Organizational, Team, and Individual

Many different groups and organizations and authors define the terms “goals” and “objectives” differently.

The Cooperative Extension Strategic Planning / Professional Development Group ⁽¹⁾ indicates that objectives and goals operationalize values for specific situations. They have defined the terms in the following manner:

Objectives - The object of a course of action or something to be worked for or striven toward.

Goals - The performance levels or amounts of an objective to be attained within a specific time and cost limits.

Congruence of Values, Goals and Objectives:

Values, objectives and goals are an important part of the strategic planning process at the institutional, team, and individual basis. Individual, team, and institutional objectives and goals need to be congruent. If they are not compatible, it will be difficult for any organization to effectively achieve its mission. The process of articulating values, goals and objectives can be very helpful in creating organizational consensus and organizational synergism where the whole is greater than the sum of the parts.

If individual, team, and organizational values, objectives and goals are not compatible, an effective leader / manager should work with their colleagues to determine the basis for the incompatibility.

Kouzes and Posner on pages 155-159 of *The Leadership Challenge* examine the importance of shared values and goals.

(1) Strategic Planning Professional Development Group
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